Commission for Public Complaints Against the RCMP

2009-2010

Departmental Performance Report

The Honourable Vic Toews, P.C., Q.C., M.P.
Minister of Public Safety

Table of Contents

Chair's Message 5
SECTION I: DEPARTMENTAL OVERVIEW 1
Raison d'être and Responsibilities 2
Vision 2
Mission 2
Mandate 2
Strategic Outcome and Program Activity Architecture (PAA) 2
Summary of Performance 3
Contribution of Priorities to Strategic Outcome 5
Risk Analysis 7
Expenditure Profile 9
Voted and Statutory Items 9
SECTION II: ANALYSIS OF PROGRAM ACTIVITIES BY STRATEGIC OUTCOME 11
Strategic Outcome 12
Program Activity: Civilian review of RCMP members' conduct in the performance of their duties 12
Benefits for Canadians 12
Performance Analysis 13
Lessons Learned 16
Program Activity: Internal Services 17
SECTION III: SUPPLEMENTARY INFORMATION 19
Financial Highlights 20
Financial Highlights Charts/Graphs 20
Financial Statements 21
List of Supplementary Information Tables 21
Other Items of Interest 21

Chair's Message

I am pleased to present the Departmental Performance Report of the Commission for Public Complaints Against the RCMP (CPC) for 2009–2010. The report provides an overview of our work during this fiscal year and discusses the extent to which the Commission has met its objectives, as set out in its 2009–2010 Report on Plans and Priorities.

In 2009-2010, the CPC received its requested interim funding from the Treasury Board's Management Reserve in order to meet the current demands of its existing mandate. With these additional funds, it was able to continue its outreach activities and exceed its services standards. The CPC was also able to expand the amount of information available on its website and continue its analysis into areas of particular concern to the public.

In January 2010, I was privileged to take on the responsibility of Interim Chair of the CPC. My motivation for accepting the position was based on being asked to play a role in helping a key organization transition to a new mandate which I believe is as important to the Royal Canadian Mounted Police as it is to the Canadian public. The creation of a new oversight regime was announced in Budget 2010 and the proposed legislation is currently before Parliament.

As Interim Chair, I am optimistic that a strengthened oversight mandate will indeed address what RCMP Commissioner Elliott has referred to as a "credibility challenge." We understand that the public's expectation of accountability from their public institutions, and particularly from their police forces, has evolved, and the bar has been raised significantly.

On a final note, I believe the RCMP is an institution vital to the safety and well-being of Canadians across this land. We've all grown up in a country where the Red Serge and Stetson were unique Canadian symbols of pride. Canadians want the RCMP to succeed. At the CPC, we believe we can play a role in helping the RCMP meet the peerless standards Canadians expect of it.

Ian McPhail, Q.C.
Interim Chair

SECTION I: DEPARTMENTAL OVERVIEW

Raison d'être and Responsibilities

The Commission for Public Complaints Against the RCMP (CPC) is an independent agency and is not part of the Royal Canadian Mounted Police (RCMP). The Commission's fundamental role is to provide civilian review of the conduct of the RCMP members in carrying out their policing duties, thereby holding the RCMP accountable to the public. This public accountability is not only essential in helping ensure that police officers exercise their considerable authority legally and appropriately but is also a structured response by the government to address a challenging and evolving public safety environment. The CPC has the authority to make findings and recommendations, but cannot impose discipline or make monetary awards to complainants.

Vision

Excellence in policing through accountability.

Mission

To provide civilian review of RCMP members' conduct in performing their policing duties so as to hold the RCMP accountable to the public.

Mandate

The mandate of the CPC is set out in Part VII of the *Royal Canadian Mounted Police Act* and can be summarized as follows:

- to receive complaints from the public about the conduct of RCMP members;[1]
- to initiate complaints to delve into RCMP conduct when it is in the public interest to do so;
- to conduct reviews when complainants are not satisfied with the RCMP's handling of their complaints;
- to hold hearings and conduct investigations; and
- to report findings and make recommendations.

Strategic Outcome and Program Activity Architecture (PAA)

In order to effectively pursue its mandate, the CPC aims to achieve the following strategic outcome:

RCMP members are held publicly accountable for their conduct in the performance of their duties.

[1] Note: The term "members" as used in this document includes all persons appointed under the *RCMP Act*, i.e. both regular and civilian members of the RCMP.

The following graphic outlines the CPC's Program Activity Architecture and the priorities it set for 2009–2010.

Strategic Outcome	**RCMP members are held publicly accountable for their conduct in the performance of their duties**		
Program Activity	**Civilian review of RCMP members' conduct in the performance of their duties**		
Priorities for 2009–2010	**Increase public awareness of the role and services of the CPC**	**Strengthen the complaint and review processes**	**Improve the relevance of review recommendations and identify continuing, emerging and new complaint trends**

Summary of Performance

2009–2010 Financial Resources ($000)

Planned Spending	Total Authorities	Actual Spending
5,181	7,965	7,549

2009–2010 Human Resources (FTEs)

Planned	Actual	Difference
40	57	17

Strategic Outcome		
Performance Indicators	**Targets**	**2009–2010 Performance**
Recommendations were accepted by the RCMP and have been implemented	100%	**Social Affairs** Safe and Secure Communities

($000)

Program Activity	2008–2009[2] Actual Spending	2009–2010				Alignment to Government of Canada Outcome
		Main Estimates	Planned Spending	Total Authorities	Actual Spending	
Civilian Review of RCMP members' conduct in the performance of their duties		3,191	3,191	4,934	3,081	**Social Affairs** Safe and Secure Communities
Internal Services		1,990	1,990	3,031	4,468	
Total	8,569	5,181	5,181	7,965	7,549	

[2] Commencing in the 2009-2010 Estimates cycle, the resources for the Internal Services program activity are displayed separately from other program activities; they are no longer distributed among the remaining program activities, as was the case in previous Main Estimates. This has affected the comparability of spending and FTE information by Program Activity between fiscal years.

Contribution of Priorities to Strategic Outcome

Operational Priorities	Type	Status	Linkages to Strategic Outcome
Increase public awareness of the role and services of the CPC There remains a need to increase awareness of the CPC among Aboriginal and ethno-cultural communities. The CPC must also continue its efforts towards understanding the needs of Aboriginal and ethno-cultural community groups, as they affect the complaint process.	Previously committed to	**Mostly Met** The CPC has greatly expanded the amount of information publicly available on its website this past year. A section of its website features a number of reports which highlight both instances of exemplary police conduct as well as areas for improvement. Detailed information on the complaint process has also been made available. The CPC produced a short video in collaboration with the National Association of Friendship Centres, using staff from both organizations to explain the complaint process. Due to the cap on travel costs, the CPC was forced to restrict outreach activities and was unable to maximize its plan.	▪ RCMP members are held publicly accountable for their conduct in the performance of their duties. The CPC communicated to the public that an independent agency is available to receive complaints regarding RCMP members' conduct. Furthermore, the enhancement of access to the process and increasing awareness facilitate public accountability.
Strengthen the complaint and review processes The CPC is committed to the continuous improvement of the complaint and review processes.	Ongoing	**Mostly Met** Although the number of complaints increased, with additional funding, the CPC was able to meet its performance targets for all of its service standards. The CPC received 25 Commissioner's Notices, in which the RCMP Commissioner agreed with 89% of the adverse findings and accepted 82% of the recommendations. The CPC planned to implement a new Case Management System in order to capture all relevant information into one database. Due to delays in the procurement process, this project was not completed.	▪ RCMP members are held publicly accountable for their conduct in the performance of their duties. A strong complaint and review process with established time-sensitive service standards enhanced the credibility of both the CPC and the RCMP for a timely response to public complaints.
Improve the relevance of review recommendations and identify continuing, emerging and new complaint trends In order to improve the relevance of CPC recommendations to the RCMP and to identify continuing, emerging and new complaint trends, it is essential that the CPC undertake strategic policy analysis.	Previously committed to	**Met All** The CPC carried out an in-depth examination of the entire RCMP public complaints system. The CPC also reviewed and publicly reported on the RCMP's use of the TASER®. While in the early stages, the CPC also continued its analysis into areas of particular concern to the public such as issues related to in-custody deaths and police training programs addressing interactions with people suffering from mental health-related issues. While addressing cases involving the conduct of individual RCMP members, the CPC also sought to identify systemic problems that frequently generate complaints.	▪ RCMP members are held publicly accountable for their conduct in the performance of their duties. The CPC's in-depth examinations provided assurance that key systemic areas of concern were thoroughly examined and reported upon publicly.

Management Priorities	Type	Status	Linkages to Strategic Outcome
Support management excellence The CPC is a values-based organization that requires employees to observe the highest standards of professional ethics and conduct, who are led by a team that can deliver within the management and policy frameworks laid down by Parliament and the Central Agencies.	Ongoing	**Met All** Although the CPC's management performance against the Management Accountability Framework (MAF) expectations is assessed every three years, the CPC uses the evolving MAF expectations to set management priorities. This past year, the CPC prepared for the MAF assessment process, which will take place in the fall of 2010–2011. The CPC has focused on the implementation of effective risk management practices at all levels. As part of its annual planning process, it conducts a risk assessment and identifies appropriate actions to mitigate identified risks. In the fall of 2009, Treasury Board Secretariat brought in a new financial policy suite. The CPC undertook a risk-based review of its corporate financial practices and procedures against the suite and where needed implemented changes. The CPC also updated its Delegation of Financial Authorities. In order to ensure that delegated managers understood their new or revised responsibilities, the Comptroller provided training to all managers. The CPC conducted a review of the implementation of its Records Documents and Information Management System (RDIMS) in order to identify any systemic issues. The review identified the need for additional staff training: late in 2009–2010, a number of training sessions were held for employees.	▪ RCMP members are held publicly accountable for their conduct in the performance of their duties. Effective program delivery was dependent upon the support of sound and efficient enabling functions.
Maintain a workplace of choice In order to achieve an efficient and effective civilian review, work must be carried out by dedicated and committed public servants who work in a healthy and fulfilling environment.	Ongoing	**Met All** The CPC continued with its integrated business and human resources planning, implementing a one-pass planning process. A key human resources focus was on responding to the move from year-to-year temporary funding to a fully funded new mandate. To enhance employee engagement, the CPC developed a framework for a workplace of choice which it communicated to all employees. The CPC continued to emphasize its Code of Conduct as well as values and ethics in the workplace. At its annual all-staff retreat it held a session on integrity and accountability. It has also developed a section on its intranet outlining processes and protection for the disclosure of wrongdoing. The CPC provided in-house second language training to enable its employees to revalidate their language proficiency or learn their second official language. The CPC also undertook a review of its Occupation Health and Safety program and identified opportunities for enhancements.	▪ RCMP members are held publicly accountable for their conduct in the performance of their duties. The quality of services was dependent on a full complement of highly qualified employees.

Risk Analysis

In order to foster an organizational culture that supports risk-informed decision-making, focuses on results, and enables the consideration of both opportunity and innovation; the CPC, as part of its annual planning process, conducts a risk assessment and identifies appropriate actions to mitigate any identified risks. Risks and related mitigation strategies are also regularly discussed at senior executive committee meetings. In setting its plans and priorities, the CPC considered key factors that could influence its direction in the next few years.

All public institutions, including the police, must continue to adapt to a population that is becoming exceedingly diverse. The CPC's clients are increasingly so in terms of their cultures, beliefs, values, attitudes and languages. A new report from Statistics Canada[3] predicts that by 2031, about one-third of Canadians will belong to a visible minority group. The evolving nature of Canadian society will require all agencies to ensure that services continue to be tailored to client needs.

Within the police community, there are varying levels of awareness of diversity issues and varying levels of skill in dealing with them. Certain realities face today's RCMP: a high number of new recruits; a high rate of turnover; a high number of baby boomers retiring; experienced members leaving the force for a variety of reasons; and a lack of resources have resulted in the inadequate mentoring of new members, understaffing of detachments, and morale issues.

In addition to the external context that the CPC operates in, it faces risks that could impact on its ability to achieve the results it is working towards. The CPC has focused on the implementation of effective risk management practices. It had identified a number of risks that had the potential to impede progress.

The primary risks that were identified and the mitigation strategies it implemented included the following:

Insufficient Funding
The CPC was concerned that it would not receive its requested interim funding from Treasury Board, which was needed to continue its critical work in the areas of outreach, strategic policy and research. The CPC received $2.7M in interim funding from the Treasury Board's Management Reserve; therefore, the risk did not materialize.

Recruitment and Retention of Key Staff
Given its temporary funding situation, the CPC faced the risk of not having sufficient human resources, due to retention and recruitment challenges. To mitigate this risk, the CPC maintained its integrated business and human planning and formalized its framework for a workplace of choice. In addition to workplace of choice activities, the

[3] Projections of the Diversity of the Canadian Population, 2006 to 2031, Statistics Canada, March 9, 2010

integrated plan set out to strengthen leadership and develop a classification and staffing strategy to address organizational changes and recruitment/staffing pressures. The investments in workplace of choice tools, such as employee performance management, leadership development, an enhanced learning policy and the classification and staffing strategy have paid off with the retention of key staff and success with recruitment activities.

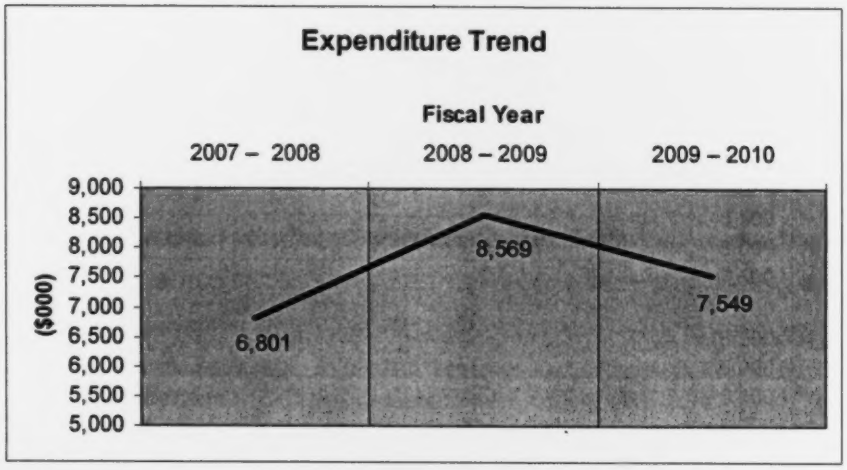
RCMP Implementation of CPC's Recommendations
As the CPC's recommendations to the RCMP are not binding, the CPC was concerned that key recommendations would not be implemented. To mitigate this risk, the CPC increased its systematic tracking of recommendations made to the RCMP and created a "Recommendations Awaiting Implementation" section on its website. In 2009–2010 the CPC, in the review of complaints, issued 191 reports. During that same period, the Commissioner of the RCMP delivered 25 Commissioner's Notices wherein he agreed with 89% of the CPC's adverse findings and accepted 82% of the CPC's recommendations.

Responding to Major Policing Events
The CPC has no control over serious incidents between the RCMP and the public. Such events impact on workloads across the CPC and have the potential to negatively impact the achievement of service standards, as well as sufficient financial or human resources to respond to such events. Through the use of supply arrangements for specialized investigators and the tracking of workloads within the CPC, and permitting the reallocation of senior staff, the CPC was able to complete a number of important high profile investigations in 2009–2010. For example, investigations regarding the police investigating the police and the in-custody death of Mr. Robert Dziekanski.

The CPC took steps to respond decisively to policing events during the Winter Olympic Games by budgeting funds to support additional workload or investigators. The CPC also worked with provincial police oversight bodies to coordinate the receipt of public complaints with respect to the conduct of RCMP members as well as all non-RCMP officers from outside of B.C. This meant that the CPC was prepared to accept complaints regarding all police conduct at/or connected to the games. In addition, the CPC increased the hours that its National Intake Office was able to respond to complaints. The risk did not materialize and the extensive preparations undertaken by the RCMP prior to the opening of the games contributed significantly to what culminated as a very well-run event.

Meeting Service Standards
The CPC has made it a priority to meet its established performance-based service standards. The CPC was concerned that without temporary funding provided by Treasury Board, there was a risk that service standards would not be met. The CPC did receive its requested funding and was able to hire additional staff and although the number of complaints increased by 6.5%, as did the degree of complexity, it was able to meet its performance targets for service standards.

Expenditure Profile



Voted and Statutory Items

($000)

Vote Number or Statutory Item (S)	Truncated Vote or Statutory Wording	2007–2008 Actual Spending	2008–2009 Actual Spending	2009–2010 Main Estimates	2009–2010 Actual Spending
70	Program expenditures	6,230	7,792	4,655	6,947
(S)	Contributions to employee benefit plans	571	777	526	602
	Total	6,801	8,569	5,181	7,549

SECTION II: ANALYSIS OF PROGRAM ACTIVITIES BY STRATEGIC OUTCOME

Strategic Outcome

RCMP members are held publicly accountable for their conduct in the performance of their duties

Program Activity: Civilian review of RCMP members' conduct in the performance of their duties

2009–2010 Financial Resources ($000)			2009–2010 Human Resources (FTEs)		
Planned Spending	Total Authorities	Actual Spending	Planned	Actual	Difference
3,191	4,934	3,081	18	33	15

Expected Result	Performance Indicator	Target	Performance Status	Performance Summary
Improve access to and openness of the public complaint process.	The percentage of complaints received from the public directly by the Commission is increased.	Annual increase of 5%	Exceeded	The CPC now directly receives approximately 70% of all complaints.

Benefits for Canadians

Canadians deserve to live in a just society, to have faith in their justice system, and to be protected against violence and criminal acts.

The CPC provides civilian oversight of RCMP members' conduct in the performance of their policing duties so as to hold the RCMP accountable to the public. Its job is to help find and shape a balance between individual rights and collective security.

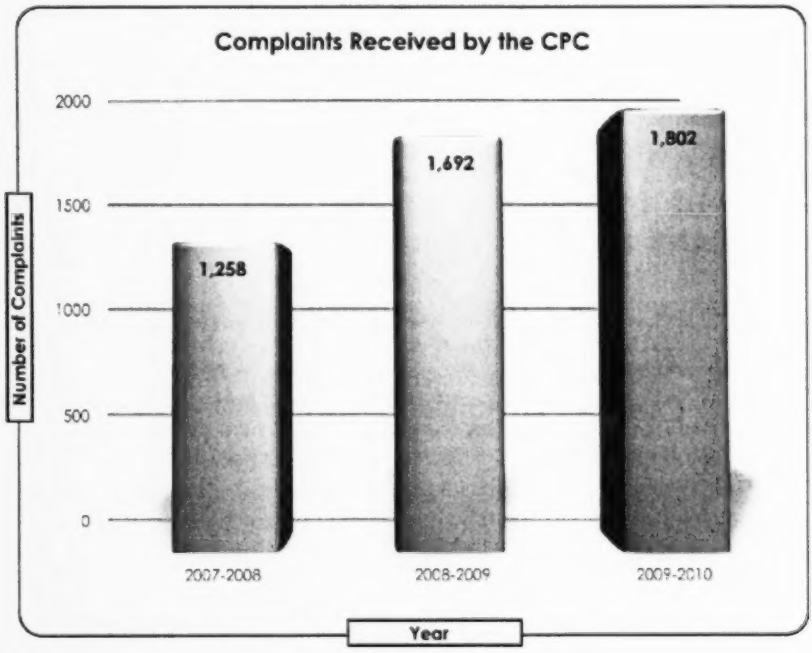
As an independent review body and informed interlocutor, the CPC is uniquely positioned to bring the public's perspective to critical policing issues which can heavily impact the RCMP's standing in the public eye.

The Commission contributes significantly to protecting citizens by building safer and healthier communities and its work is an essential component of the Government's commitment to strengthen the security of Canadians. The public must have confidence in its national law enforcement agencies. The CPC's oversight ensures that this confidence, faith and trust is well placed.

Performance Analysis

Complaints

While the overall number of complaints against the RCMP (i.e. the total of those lodged directly with the RCMP and CPC) has remained relatively constant, complaints sent directly to the CPC have increased by a total of 43% over the past two years. This increase is likely due to the public's greater awareness of the CPC and the option of pursuing a complaint through its independent process. As a consequence, complaints submitted directly to the RCMP have declined. The CPC now receives approximately 70% of all complaints (the RCMP or provincial authorities receive the rest).



Reviews

If complainants are not satisfied with the RCMP's response to their complaint, they have the right to request that the CPC independently review the propriety of the conduct and the RCMP's handling of the matter.

Upon receiving a request for review, the CPC triages cases into three levels of complexity and requests from the RCMP all relevant information regarding the complaint. Once the information is received and accounted for, an analyst then examines the information provided by both the complainant and the RCMP with the goal of reporting to all parties. Over the past number of years, the subject matter of reviews has included increasingly complex legal issues related to matters such as in-custody deaths with significant public interest.

Timeliness Improvements and Service Standards

When handling a formal complaint against the RCMP, the aim of the CPC is to shepherd each complaint through the complaint process—from the initial lodging through to its conclusion—as timely as possible and within one calendar year. As partners in the process, conducting the full range of complaint investigations and review within the one calendar year target is dependent upon the RCMP's response times. Of the number of complaints subject to review requests, 61% met the one-year time frame—an improvement over previous years.

Action	Number of Days Recommended by the CPC
Complaint received by CPC and forwarded to RCMP	4 days
RCMP investigates and delivers a report to the complainant	180 days
If complainant is dissatisfied with RCMP report, CPC requests all material from RCMP	4 days
CPC commences review process ▪ RCMP forwards material to the CPC (within 30 days) ▪ CPC conducts review and sends interim report to RCMP*	120 days
RCMP responds	30 days
CPC issues final report to complainant and RCMP	30 days

* If, however, the CPC is satisfied with the RCMP's investigation, the review process ends and a final report is provided to the complainant as well as the RCMP at this time.

The CPC has hit full stride with the implementation of its internal performance-based service standards and continues to look for ways to build efficiencies by working with the RCMP in tracking response times. The CPC recommends that the RCMP apply service standards to the response times as outlined in the table above. These actions are aimed at enhancing the ability of complainants, RCMP members and Canadians to hold the CPC and the RCMP accountable for a timely response to public complaints.

The CPC continues to meet its performance targets for all of its service standards. Moreover, the CPC has improved its systems for the tracking of work done by both the CPC and the RCMP throughout the public complaint and review processes. These improvements have enhanced the ability of complainants, RCMP members and Canadians to hold the CPC and the RCMP accountable for a timely response to public complaints.

	Standard	Target	Actual
Complaints *	4 days	80%	90%
Requesting material from RCMP	4 days	80%	94%
Review reports	120 days	80%	95%
Final Report After Commissioner's Notice (FACN)	30 days	80%	84%

*Processing and delivering formal complaints to the RCMP

The CPC's National Intake Office

Much of the CPC's work continues to centre on providing direct service to Canadians concerned about the actions of members of the RCMP. The CPC responds to the needs of the public by providing a number of options for the processing of any concerns. A member of the public contacting the CPC will normally be provided with same-day access to an experienced analyst who will listen to their concerns, assess what they would like to achieve, and identify an appropriate process that will meet their objectives. The National Intake Office processed 3,764 general enquiries, alternative dispute resolutions, and formal complaints against the RCMP this year.

Community Outreach

During the past number of years, the CPC has steadily increased its outreach capability. Engagement with key stakeholder groups such as municipality associations, police boards, provincial oversight bodies and Aboriginal groups is vital to helping increase awareness of an individual's right to initiate a complaint against the conduct of an RCMP member when merited. The CPC has built upon an established partnership with the National Association of Friendship Centres (NAFC) to help expand awareness amongst Aboriginal peoples that have the right to complain about RCMP members' conduct, when and if appropriate, through an independent police complaints commission—namely the CPC.

The NAFC represents the interests of 114 Aboriginal friendship centres and seven provincial/territorial associations and promotes the concerns of Aboriginal peoples. Anecdotal evidence and statistical data reveal a reluctance on the part of members of the Aboriginal community to avail themselves of the police complaints process. The CPC and NAFC co-produced a 10-minute video at the Odawa Friendship Centre, located in Ottawa, which explains a person's right to complain and the simple process involved to do so. The video incorporates the Aboriginal tradition of story telling to explain the complaint process in a way that makes it more relevant to the intended audience.

The CPC's Website

As part of its ongoing commitment to ensuring greater public access to its reports and recommendations, the CPC has greatly expanded the amount of information available on its website this past year. For example, a section of the website features a number of reports which highlight both instances of exemplary police conduct as well as areas for improvement. In 2009–2010, the total number of "hits" on the CPC website increased 53% from 2008–2009.

In 2006–2007, the CPC developed complaint forms and brochures in languages commonly spoken in several ethno-cultural communities. The top 50 files downloaded in 2009–2010 from it website included 1,443 brochures and 995 complaint forms

downloaded in other than official languages. These forms and brochures are available for download from the CPC's website in 12 languages in addition to English and French.

Lessons Learned

Intent on maximizing the level of service delivery to Canadians, the CPC continues to work diligently with its provincial partners to harmonize police oversight processes to the extent possible under existing law. A critical aspect of these harmonization efforts is creating a "no wrong door" approach to the intake of complaints about the police no matter which agency they belong to. The goal is to minimize frustration felt on the part of complainants and to streamline the intake processes.

During the Vancouver 2010 Winter Olympic Games, policing services were provided by the RCMP-led Integrated Security Unit, which was made up of RCMP members as well as officers from police services from across Canada. Municipal police officers from B.C.'s lower mainland also played a primary role in policing the games.

The CPC worked with provincial police oversight bodies to coordinate the receipt of public complaints with respect to the conduct of RCMP members as well as all non-RCMP officers from outside of B.C. This meant that the Commission was prepared to accept complaints regarding all police conduct at/or connected to the games.

The model of partnership and engagement put in place for the 2010 Winter Olympic Games has provided valuable guidance for assessing police/public interaction for future events.

Program Activity: Internal Services

2009–2010 Financial Resources ($000)			2009–2010 Human Resources (FTEs)		
Planned Spending	Total Authorities	Actual Spending	Planned	Actual	Difference
1,990	3,031	4,468	22	24	2

Internal Services are groups of related activities and resources that are administered to support the needs of programs and other corporate obligations of an organization. These groups are: Management and Oversight Services; Communications Services; Legal Services; Human Resources Management Services; Financial Management Services; Information Management Services; Information Technology Services; Real Property Services; Material Services; Acquisition Services; and Travel and Other Administrative Services. Internal Services include only those activities and resources that apply across an organization and not to those provided specifically to a program.

For 2009–2010, the CPC set the following priority for Internal Services:

Support Management Excellence and Maintain a Workplace of Choice

The CPC used the Management Accountability Framework (MAF), the government's own blueprint for sound management, as the foundation for its planning for internal services, with a particular emphasis on public service renewal. Although the CPC's management performance against the MAF expectations is only assessed every three years, the CPC uses the evolving MAF expectations to set management priorities. The CPC expanded its Integrated Business and Human Resources Plan to include the identification and assessment of risks. This initiative ensures that human resources is a fully integrated element of the CPC's business planning and reporting. A key human resources focus was on responding to the move from year-to-year temporary funding to a fully funded new mandate.

The CPC formalized its framework for a workplace of choice. It has invested in tools for employee performance management and learning. These investments have paid off with retention of key staff and success with recruitment activities.

The CPC has focused on the implementation of effective risk management practices at all levels. As part of its annual planning process, it conducts a risk assessment and identifies appropriate actions to mitigate identified risks. Senior management recently reviewed and updated the corporate risk profile and reviewed performance against planned actions. In the fall of 2009, Treasury Board Secretariat brought in a new financial policy suite. The CPC undertook a risk-based review of its corporate financial practices and procedures against the suite and where needed, implemented changes. The CPC also updated all of its Delegation of Financial Authorities instruments, designed a number of communications tools and held a training session to ensure that responsibilities where understood.

The CPC must comply with the same central agency expectations and requirements (comptrollership, management and accountability systems, security, etc.) as do medium and larger departments that enjoy substantial specialized resources in the fields of planning, IT, human and financial resources, and evaluation. The compelling responsibilities require the CPC to identify, train and retain corporate staff with a wide scope of duties and responsibilities.

SECTION III: SUPPLEMENTARY INFORMATION

Financial Highlights

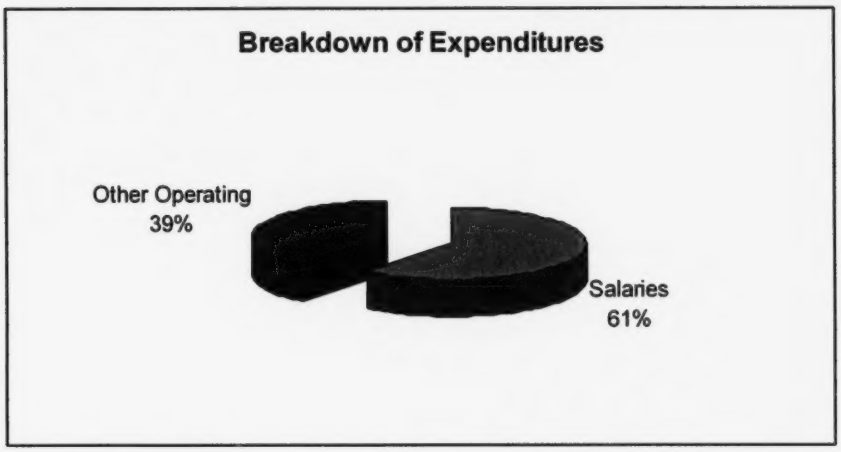
($000)

Condensed Statement of Financial Position At end of Fiscal Year (March 31, 2010)	**% Change**	**2009–2010**	**2008–2009**
ASSETS			
Total Assets	-55%	333	743
TOTAL	-55%	$333	$743
LIABILITIES			
Total Liabilities	-42%	912	1,575
EQUITY			
Total Equity	-31%	(578)	(832)
TOTAL	-55%	$333	$743

($000)

Condensed Statement of Operations At end of Fiscal Year (March 31, 2010)	**% Change**	**2009–2010**	**2008–2009**
EXPENSES			
Total Expenses	-13%	7,980	9,213
REVENUES			
Total Revenues	194%	12	4
NET COST OF OPERATIONS	-13%	$7,968	$9,209

Financial Highlights Charts/Graphs



Financial Statements

The CPC's Financial Statements for the reporting period can be viewed on the CPC's website at: http://www.cpc-cpp.gc.ca/prr/dpr/financ0910-eng.aspx.

List of Supplementary Information Tables

All electronic supplementary information tables found in the 2009–10 Departmental Performance Report can be found on the Treasury Board of Canada Secretariat's website at: http://www.tbs-sct.gc.ca/dpr-rmr/2009-2010/index-eng.asp.

Other Items of Interest

Contacts for Further Information and Website

By e-mail:
complaints@cpc-cpp.gc.ca (for complaints)
reviews@cpc-cpp.gc.ca (for reviews)
org@cpc-cpp.gc.ca (for general enquiries)

By telephone:
From anywhere in Canada: 1-800-665-6878
TTY: 1-866-432-5837

By fax:
604-501-4095

By mail:
7337 137 Street
Suite 102
Surrey B.C.
V3W 1A4

On the Web: http://www.cpc-cpp.gc.ca/

Legislation

The CPC shares responsibility with the RCMP for carrying out the provisions of Part VII, *Royal Canadian Mounted Police Act* (R.S., c. R-10, Part VII).

In addition, the CPC reports to Parliament on Parts VI and VII of the *Royal Canadian Mounted Police Act* (R.S., c. R-10, Part VI, Part VII).